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Systematic Literature Review: Strategic Hr- In Improving Organisational Performance

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Abstract: Strategic planning is a dynamic process that can help organizations define long-term goals and develop strategies to achieve them. The purpose of this study is to investigate and evaluate the use of related systems in relation to human resource (HR) management in organizations. This study uses a qualitative design with a descriptive approach. The results of the study show that the use of strategic planning in human resources (HR) management has a positive effect on the achievement of organizational goals. From mission definition to performance evaluation, the strategic planning phase has proven to be a solid foundation for effective human resource management. The result is increased employee motivation and commitment, better use of human resources, and organizational adaptation to environmental changes. Additionally, a continuous evaluation process helps identify areas for improvement and improvement, leading to a smooth and efficient work environment. Overall, this study confirms the importance of integrating planning with human resource development planning for organizational sustainability and success.

Keyword: Human Resources, Organizational Performance, Strategy.

INTRODUCTION

Ethical principles are related to behaviour where these activities can affect plans and planning (Selvitanti et al., 2023). Based on previous research, it is necessary to develop organisations and strategies for behaviour, orientation, and performance (Suko et al., 2019). Therefore, organisations use different methods to achieve their environmental goals (Tukiran et al., 2024). This involves people in organisational culture for improvement in employee performance (Witjaksono et al., 2022). According to Rony (2024), employee performance is influential in the progress of the Company and there are several factors that reduce the decline in performance, namely competence and work discipline. In this direction, Selviyanti (2023) argues that because environmental problems are problems, all levels of society must realise the importance of implementing industrial and/or environmental development measures. Environmental factors play an important role when organisational decision makers

increasingly deal with social and regulatory issues in complex organisational situations (Sitanggang, 2019).

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Transformational leadership style is one of the well-known forms of leadership in leadership theory. The main focus of this leadership style is to inspire, motivate, and influence followers to achieve high performance and produce positive changes in the organisation. Transformational leadership style also creates close relationships between leaders and followers, increases satisfaction and motivation levels, and improves overall individual and team performance. Leaders who apply transformational leadership style have the ability to inspire others and influence them to go beyond the boundaries that have been set. In addition, transformational leaders also play a role in shaping a positive organisational culture with a focus on achieving common goals, innovation, and developing the potential of team members. Thus, the transformational leadership style has the aim of creating positive changes in the organisation, increasing the satisfaction and motivation of team members, and achieving better performance individually and the team as a whole (Rony et al., 2023).

Development has a broad and far-reaching goal. Development refers to increasing the mental abilities that an employee needs to do his job well (Hardy, 2020). This development is done to prepare employees to take on different or more important roles within the company. In addition, innovation can help employees prepare for changes caused by new technology, new customers, new product markets, and workplace design (Habibi and Manurung, 2023). Training and development activities are another way for companies or organisations to improve the skills of their employees. We believe that the implementation of training and development activities will contribute to increasing employee work efficiency and its improvement. Based on the definition given, this study aims to determine the role of training and human development in improving employee performance in organisations/companies.

Employee behaviour is directed by the organisational culture in terms of improving job skills, responsibility, and trust as well as extra-role behaviour. Examples of these behaviours include: making useful suggestions, avoiding problems with work partners, maintaining organisational facilities, complying with rules, tolerating an unfavourable atmosphere, and making the best use of time at work. Several aspects of organisational culture were identified, including: (a) Individual initiative, or the degree of accountability, freedom, or self-determination that each member of the organisation has when voicing his or her thoughts. In terms of ideas for progress and improvement, the group or leadership of an organisation should appreciate the initiative of the individual company or organisation; (b) Coordination The extent to which an organisation or business can motivate organisational members to function together is the integration under discussion. This unity of units can increase the quality and volume of work done; (c) Communication Patterns The degree to which formal power hierarchies inhibit communication can vary, and can sometimes make it difficult for employees to communicate with each other or with their superiors; (d) Control Regulations

or standards that apply within a company or organisation are examples of control mechanisms that can be used; (e) Direction: Direction is the extent to which a business or organisation is able to precisely define its expected outcomes and goals. An organisation's vision, goals and objectives all express these goals and expectations in very explicit terms (Andina & Ali, 2024).

However, the environmental performance of a company is an important aspect in the success of a company. Many theories focus on improving and balancing the relationship between the organisation and the external environment. A company's good environmental performance affects its resilience to adverse environmental impacts such as the Covid-19 pandemic. Organisation of environmental protection and safety. In addition, business activities that lead to environmental improvements can affect the improvement of financial results; companies can better manage their financial problems through operational improvements and waste reduction activities. Some bad habits create a competitive advantage for these frugal companies (Firmansyah et al., 2023).

Various advantages and benefits can be achieved by implementing green business practices. Therefore, researchers must examine the factors that can influence organisational social behaviour. Indeed, there are many external and internal factors that can affect the environmental performance of an organisation, but researchers should focus on human resource practices because human resource practices related to social work are still lacking. The main objective of this research is to identify and explain the role of personnel management in the organisational structure. Well, the main benefit of this type of research is to help readers, especially researchers, policy makers, experts, regulators, researchers and students to quickly find an overview of the research situation.

METHOD

A method is a way of doing something by researching from several previous studies based on the steps taken during the investigation either to find data or extract existing materials. In this research, the (SLR) method is used to identify, analyse and evaluate relevant and pertinent research. The research includes several stages, namely literature selection method, synthesis method and objective analysis method. In the process of selecting articles, this research uses Systematic literature review to select articles.

RESULTS AND DISCUSSION

In general, strategic planning in an organisation is an important planning process to achieve optimal results and understand goals, directions and decisions based on predetermined goals. The main purpose of this strategic plan is to arrange and manage as much as possible all the resources owned by the organisation or company. Through careful planning and effective resource management, strategic planning aims to achieve the desired results and is consistent with the vision and mission of the organisation. With strategic planning, organisations can prevent environmental changes, maximise human, financial and material resources and improve market competitiveness. In this way, strategic planning becomes the basis for achieving the long-term goals of the organisation and achieving the desired results. The implementation of strategic planning as a personnel management process in an organisation includes a series of steps and activities aimed at optimising personnel management to achieve long-term strategic goals.

In the context of globalisation and rapid changes in the business world, leadership is considered the key to guiding organisations through complex challenges. An effective leadership style can create a motivating work environment, increase employee engagement, and stimulate innovation. However, there is still debate about the most effective type of leadership in the face of today's organisational dynamics. Therefore, this study also aims to explore the role of various leadership styles on organisational performance, both transactional

and transformational in nature. Work-life balance is increasingly becoming a major concern among employees trying to cope with increasing work demands and the need for a better quality of life. In the face of this reality, organisations need to consider concrete efforts to create policies and practices that support employees' work-life balance. This imbalance can have a negative impact on employee well-being, satisfaction levels, and ultimately, on organisational performance (Ali et.al, 2023).

In addition, the complexity of the tasks faced by organisational members can be challenging. Task-Career Development requires a high level of skill and competence, and the inability to manage such complexity can hinder individual and team performance. Therefore, it is necessary to understand how the level of task complexity can affect the overall level of organisational performance. By detailing this background, it is hoped that this study can make a valuable contribution to our understanding of the complex relationship between leadership, work-life balance, task complexity, and organisational performance. The findings from this study are expected to provide practical insights for organisational leaders and managers in developing effective strategies to improve employee performance and well-being. In addition, this research can also provide a basis for the development of organisational policies that are more adaptive and responsive to the dynamics of the current work environment. This article discusses the influence of Leadership, Work-life Balance, and Career Development on Organisational Performance, a literature review study in the field of human resources (Ali et.al, 2023).

The purpose of this study is first, the importance of organisational factors in improving organisational performance, because the organisation has a central role in operational management. For example, a better organisational culture encourages all employees to participate (Faradila & Sopiah, 2023). In terms of training and development, the organisation has the right to implement this program. Therefore, it can be said that organisational factors can improve employee performance. Second, personal factors reflected in work motivation, commitment, satisfaction, performance and behaviour are factors that improve employee performance (Fратиwi et al., 2022). Without these things, it is difficult for employees to develop. Dismissed employees take many actions that are detrimental to the organisation (Fahrezi & Dewayanto, 2024). Similarly, dissatisfied employees leave when they are challenged to make improvements (Biantara et al., 2023). In addition, despite high efficiency and discipline, it is difficult for employees to achieve the set goals (Budiani et al., 2022). Therefore, this personal factor is an important factor in shaping optimal employee work. Third, environmental factors are less important in shaping employee work outcomes. The organisational environment, in this case cleanliness, also affects employee performance. A clean and pleasant work environment encourages employees to come up with ideas that can advance the organisation. In addition, occupational health and safety factors are the most important needs that must be met by the company (Amalia et al., 2022).

In general, strategic planning is an important planning process to understand goals, directions, and decisions based on predetermined goals and objectives in an organisational environment. The main purpose of this strategic plan is to organise and manage all the resources of the organisation or company. Through careful planning and effective resource management, strategic planning aims to achieve the desired results and is consistent with the vision and mission of the organisation. Through strategic planning, companies can anticipate environmental changes, make better use of financial and human resources, and compete in the market. Thus, strategic planning aims to create long-term goals and stability within an organisation to achieve desired outcomes. Similar to human resource management (HRM) practices in an organisation, strategic planning involves a series of steps and processes to improve human resource management and achieve long-term strategic goals.

The objectives of this study are as follows: First, organisational factors are important for the success of an organisation because the organisation plays an important role in its

leadership role. For example, a positive organisational culture encourages all employees to contribute (Habibi & Manurung, 2023). In terms of training and development, the institution has the authority to approve the programme. Therefore, we can explain that organisational factors motivate employees to improve their performance. Second, individual indicators of work motivation, commitment, satisfaction, performance, and discipline are factors that affect employee performance (Wibowo et al., 2020). Without them, worker development will be difficult. Employees who do not work for the organisation. Similarly, dissatisfied employees leave the company when they struggle to achieve positive change (Sunrata et al., 2022). In addition, without high commitment and discipline, employees may find it difficult to achieve their goals (Selviyanti et al., 2023). Thus, individual factors are the main factors of employee success. Third, environmental factors are not important in improving employee performance. The environment in the organisation, in this case cleanliness, can also affect employee performance. A clean and comfortable work environment encourages employees to come up with ideas that will bring success to the company. In addition, the company's main goal is to protect employees (Witjaksono et al., 2022).

Analysing an organisation's internal and external environment is an important step in strategic human resource planning. By looking at internal strengths and weaknesses, an organisation can identify areas that can be improved or enhanced to achieve long-term goals. This includes an analysis of the organisation's structure, business culture, and employee experience, which reflect the effectiveness of HR policies and practices. Similarly, with the help of external analysis, an organisation can understand the opportunities and threats posed by the environment, such as structural changes, technological developments, and labour market developments. Combining the results of these two studies provides a practical basis for creating flexible HR strategies so that organisations can adapt to environmental changes and better respond to market needs. With this environmental analysis information, organisations can manage people processes to enhance internal capabilities, take advantage of external opportunities, and eliminate risks. Therefore, the HR system not only meets current needs but also strives to stay ahead of the ever-changing environment. This provides the organisation with a strong foundation to achieve its long-term goals and create a competitive advantage in the relevant industry or market.

(Putro, 2024) The characteristics studied relate to the shape of the skin surface and the depth of the air gap between the two root canals. Let's look at two basic design examples. The shape of the folding plate is simple - the sawtooth looks like a complex, pyramid-shaped folding plate. (Lumapow et al., 2022) The success of our approach depends on analysing new solutions. The results show that many competitive solutions can be found using standard working methods. (Hardy et al., 2020) Pyramid schemes work best when the conditions of the viral reservoir change gradually. Mosaics are more flexible than pyramids. We found that mosaic 3-5 resistance genes are effective when disease is not present in infected areas. We studied the epidemiology and evolution of mosaicism. A square pyramid sun produces the clearest water when the angle of the bottle is equal to its diameter.

Understanding the performance of a company in terms of capital is a good thing for the company to do in the future. Human capital is an important part of the intellectual capital (intimate capital) of a company. So far, physical resources (tangible assets) have been used to measure company performance. According to Tukiran (2024), it is important to consider the financial performance of a company, but the real foundation that creates economic value is its human resources (total human capital), all the knowledge, ideas and innovations owned and others. is the heart of the company Human capital (HR) is a term used by business people to refer to human resources, but the HR function is very important for the future of the company, including technology and business changes. Changing the role of employees includes other elements of the company's competitive strategy: business development and

knowledge, unique qualities, special skills, Different activities can be added depending on the needs and tasks (Suko, 2024).

Employee performance includes various factors such as performance of assigned tasks, achievement of goals, competence and successful achievement of organisational goals. The quality of service provided by an organisation is linked to employee behaviour, which affects the quality and consistency of training, development and performance management. Training and development is an organised process of acquiring knowledge and skills related to a job or activity. Training and development activities are training activities that help people develop the skills necessary to improve labour productivity. Training and development is an important part of human resource management and is the fastest growing part of human resource management. The importance of training and development cannot be ignored because it can increase the productivity and efficiency of employees and organisations (Fahrezi and Devianto, 2024). Employee training and development is a vital force that supports the survival of any organisation and the training and development process is one of the most effective ways to achieve organisational goals and improve individual effectiveness. Famous authors have long known the importance of who you are. Physical, social, intellectual and cultural training is not only essential for productivity but also encourages employee development in all organisations. Training and development plays an important role in organisational stability. Management training and development programmes are associated with organisational and employee strengths. The need for training arises when there is a gap between the job of an employee (or a group of employees) and his or her desired job, and a competency analysis is required to assess whether such a gap exists. Training is important for leadership development, the purpose of training and development is to improve the skills of traditional or informal workers. Education can be both formal and informal. Sustainable economic growth and productivity require employee engagement to achieve organisational goals through training and development. Both are part of personnel management, the aim of which is to enable the organisation to produce better products. Training is said to continuously improve human skills and experience and further change the way employees think and communicate with customers. Putro Futro investigated the impact of employee training and development on employee performance in the manufacturing industry (2024). The study looked at the different outcomes that can be achieved through training and development. The results showed that training and development not only had a positive impact on productivity, motivation, satisfaction and absenteeism but also had a positive impact on employee confidence and performance and training (Budiani & Sophia, 2022). According to M. Shuko (2024), training helps employees acquire good skills, knowledge and behaviour to achieve better results. Many studies show a positive relationship between education and employee performance. Training and development results in improved employee and organisational performance through improved knowledge, skills, abilities and attitudes. If an organisation or company wants to survive in a competitive environment, it often requires reliable resources to compete with other companies. Training alone is not enough but development can also be considered to improve the performance of company employees. According to Monati, training and development means active activities aimed at improving the skills, knowledge and behaviour of employees or members of the organisation.

Measuring organisational learning and development as a systematic approach. By choosing the right training and development programmes, organisations can ensure that employees have the skills they need. Companies need regular updates to keep track of employees. Previous research on training and development (Amalia et al., 2022) and (Suko, 2024) confirmed that employee training and development is effective in achieving individual performance. The purpose of training and development is to improve emotional (attitude), knowledge (knowledge) and psychomotor (behaviour) skills and teach them how to cope with

changes in the workplace (Biantara & Mulianti, 2023). Training and development is an organisational effort to improve employee skills to achieve better performance.

The business world faces many challenges as we enter an era of competition and labour force growth that reflects rapid changes in the technological environment. Therefore, organisations must respond to changing conditions in a competitive environment. A business organisation must be willing to adapt and adjust to changing conditions in response to the demands of competition and free market restructuring. A dynamic business organisation can compete with intense international competition and create business opportunities in various countries. To respond to changes in human resources and individual improvement in order to compete in general. Therefore, to improve the performance of a company, it is necessary to implement a good human resource management system and management (Praditya, 2022). The most important business resource to support business success (Putro, 2024) In addition, HR is able to maintain and utilise it to support business goals. HR of a company To ice and can be a competitive wind. Overall, this provides the best results (Lumapow, 2022). The success of a company is directly related to the quality of its employees, the goal is to work part-time (Latifah and Ritonga, 2020). The company needs to make improvements. Employee skills and training to carry out the company's mission (Wibowo et al., 2020) Education is education: creating jobs related to unique educational knowledge and skills (Heryana et al., 2024) Human resource management to improve employee competencies and abilities to be better at carrying out their duties and responsibilities.

Development has a purpose, namely development refers to the development of intellectual skills needed by employees to do their jobs well (Hardy, 2020). The purpose of this development activity is to prepare employees for various responsibilities and other responsibilities in the company. Furthermore, development can help employees prepare for any changes that lead to new technologies, new customers, new product markets, and new work models (Habibi and Manurang, 2023). Training and development is one way an organisation or company can improve the skills of its employees. Training and development activities are expected to help improve employee performance and make them more efficient. Based on the definition mentioned above, the purpose of this study is to determine the role of training and development of employees (HR) in improving employee performance in organisations/companies.

Organisations expect training and development to improve employee performance, improve employees' ability to work effectively and efficiently directly related to employees, after employees participate in training and development development, it can be guaranteed that employees learn better skills than other employees who do not participate in the program (Heriana et al., 2024). Training and development is important to retain employees, but training and development alone is not enough to retain employees, there are other factors that increase employee retention through training and development programs, such as leadership style and career development, employee counselling programs. In training and development, in addition to development programmes, the need to feel the importance of implementing training and development activities, not only to understand and improve employee performance, but also to have a positive impact on society, namely to improve employee performance. increase employee rewards measure employee performance in the workplace. Another consideration is to measure the achievement of company goals in performance appraisal, while employee performance can fulfil company goals (Witaksono & Amir, 2022).

Research conducted by Rony, et al (2023) that this study investigates the effect of turnover intention and compensation on employee retention rates in manufacturing companies in West Java. The results showed that turnover intention and compensation significantly predict employee retention rates. Turnover intention has a significant negative effect on employee retention rates, while compensation has a significant positive effect on employee retention rates. The findings suggest that manufacturing companies in West Java

need to address the issue of turnover intention and provide fair and competitive compensation packages to their employees if they want to improve employee retention rates.

CONCLUSION

From the discussion it can be concluded that learning and development teaches people or organisations to acquire new skills, knowledge and understanding to improve performance in any field or profession. It is designed to develop skills and knowledge. Education involves learning skills, developing skills, or developing interpersonal skills such as leadership and co-operation. The skills of people and the organisation as a whole need to be developed and updated continuously over the long term. Training and development increases employee productivity and creates a positive environment that can be adapted to meet organisational or business goals.

Thus, it can be asserted that the organisational structure serves as a mechanism to facilitate the execution of the business plan, and its administration should be aligned with the organisation's strategy and have the necessary adaptability to respond to changes in the external business environment. Therefore, every business should have an organisational structure that makes it clear what each employee's duties, responsibilities, authority and communication channels are. This will also facilitate the flow of fresh ideas throughout the organisation as employees will more easily convey their thoughts to supervisors and other staff members when there is clear communication. There are 5 organisational structure factors that influence the Company's strategy, namely:

1. Division of labour refers to how much work is done by different people in an organisation.
2. Departmentalisation serves as a basis for combining several jobs into one group. Each organisation is divided into several departments, or work sections.
3. Hierarchy describes the relationship between the reporter and the news receiver. It is an unbroken chain of command that stretches from the highest level in the organisation to the lowest level.
4. Coordination is the practice of combining the efforts of many departments to successfully achieve organisational goals.
5. The number of workers in a leader's management ranks is the number of workers they can supervise successfully and efficiently (Andina @ Ali, 2024).

The application of strategic planning in human resource management (HRM) is a broad process that contains many concepts. The first step is to establish the mission, vision and purpose of the organisation, on which human resource policies and strategies are based. Analysis of the internal and external environment, including strengths, weaknesses, opportunities and threats, helps the organisation understand the situation and align HR policies with business and operations. Furthermore, the implementation of strategic planning includes the identification of personnel needs, identification of skills, knowledge and skills required. Today, workforce development and the creation of reasonable income and benefits focus on employee motivation and retention. HR performance measurement and evaluation techniques play an important role in providing continuous feedback and alignment with organisational goals. Therefore, in summary, the use of strategic planning in human resource management is a process that involves strategic planning, implementation, and evaluation to ensure the development of human resource services within the organisation as long-term goals and objectives. By engaging employees, developing financial incentives and evaluating performance regularly, organisations can create a harmonious, flexible and productive working environment for long-term success.

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